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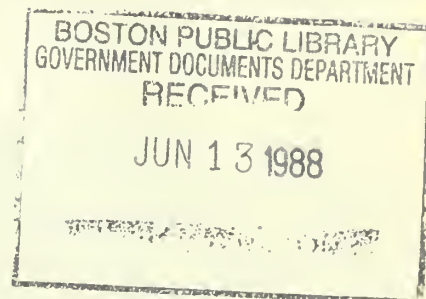


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1955 CAMP COSTS

World's Business Bureau

APR 26 1957

Research Division

United Community Services

— April 22 1957 —

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CAMP COST STUDY

In June of 1955, at the request of the Recreation, Informal Education and Group Work Division (RIG) of the United Community Services, the Research Division of UCS agreed to make a cost study of resident camps run by social agencies in Metropolitan Boston. It is hoped that this study which will contain a report of the costs of camping in the area, together with a detailed breakdown of the major camp expenses, will be useful to the Camp Council and the RIG Division in working with camps on budgetary matters.

SUMMARY

Financial management in organized camping is completely interrelated with all other aspects of camp life. A camp's budget will depend on the major goals of the camp, the type of program planned to achieve these goals, the type of campers who take part in the program, and the human and physical resources available to meet all these needs. As these goals, needs and resources differ, the importance of items within the total budget will change. The 52 camps in this study have the same basic purpose. They are all resident summer camps, run by agencies in the Metropolitan Boston area whose major purpose is one of providing recreation for the children in their jurisdiction.

Though the basic purpose of all the camps in the sample is the same, the programs and the needs of these camps differ according to the age and sex of the campers they serve. Therefore, in order to give the individual camp director a set of figures with maximum meaning for him, representing camps that correspond to his own type of camp, typical budgets have been computed for each age and sex group. (See pp 4-6)

If we compare the typical budgets for boys camps and girls camps, and the different age groupings with the average budget for the total sample of 52 camps, we can see that in all groups, food and salaries together comprise the largest section of the budget. These two account for 2/3 of the budget of the boys' and girls' camps and 2/3 of the budget of the camps for younger children (ages 5-11 yrs.) and older children (10 yrs. and up.) They make up over 1/2 of the budget of the coed camps and camps with a wide range.

Food Costs

These two items which are the largest part of the budget, are also the most directly affected by the age and sex of the campers. The average cost of food per camper day in boys' camps, is higher than in girls' camps. For boys, the average cost is \$1.29 per camper day, while for girls it is \$.19 less, or \$1.10 per camper day. The cost of food in coed camps fell between the two. It was \$1.21. Comparing food costs in terms of the age range of the campers, we find a per camper day cost of \$1.09 for younger children and \$1.26 for older children. Again, the camps that had both groups together fell between the two extremes with an average of \$1.13.

Cost of Counselling Staff-Salary

The influence of the age and sex of the campers in determining the kind of program in a camp, is reflected in the different costs of counselling staff in the two kinds of camps. Camps with younger children, requiring more counsellors per camper who can teach the elementary camping skills, of necessity spent more per camper day for the total counselling staff and a smaller proportion of the

total on specialty counsellors than did the other camps. The averages for the two groups were \$.47 per camper day for the counselling staff in camps for younger children, and \$.38 in camps for older children. Once again, the camps with a wide range of ages fell between the other two with an average of \$.44. Of the \$.47 spent by the camps with younger children for counsellors \$.10 was spent on specialists as compared with \$.37 for general counsellors. In the older camps, the figures were \$.23 for specialists and \$.15 for general counsellors (total - \$.38.) Camps with a wide range of ages spent the same amount as the older camps on specialists, (\$.24), but spent more on general counsellors (\$.20) causing a total of (\$.44) to fall between the camps for younger and older children.

Comparing the costs of counselling salaries in boys and girls camps, we find that girls camps spent \$.52, while the average for boys camps was \$.38, and for coed camps was \$.45.

The girls camps spent more on specialists than did the boys. In the girls camps, the figures were \$.31 for specialty counsellors, and \$.22 for general counsellors as compared to \$.14 for specialists and \$.24 for general counsellors among the boys camps. Coed camps tended to spend as much as the boys camps on specialists, but they spent more on general counsellors than either the boys or girls camps. The average for the coed camps was \$.12 for specialists and \$.33 for general counsellors

Administration - Maintenance

Most of the other items were not affected directly by the age and sex of the campers. They were much more influenced by the composition of the camp, that is, whether it was coed or segregated by sex, and whether it had campers in a narrow or wide age range.

There was very little difference between the per camper day costs of administration and maintenance in boys and girls camps. For administration, the figures were \$.37 in the boys camps and \$.37 in the girls camps. The cost of maintenance for boys camps was \$.38 and for girls \$.40. The cost of the maintenance staff in boys camps was \$.30, while it was \$.31 for girls. Finally, boys camps spent \$.38 on administrative salaries while girls camps spent \$.41. The fact that the averages are so similar would suggest that the sex of the camper has little distinctive influence on the maintenance and administration of a camp. These items are much more effected, as stated above, by the composition of the camp.

There was a great deal of difference between the average for boys or girls camps only, and the averages for the coed camps. Maintenance and maintenance salaries were much higher in coed camps than in the segregated camps, reflecting the need for separate camp areas for boys and girls. Administrative salaries were also higher in coed camps than in segregated camps. The costs in coed camps were \$.59 for maintenance, \$.39 for maintenance salaries, and \$.49 for administrative salaries. On the other hand, the administrative costs (excluding salaries) of the coed camps, were very similar to the costs in the boys and girls camps shown above, suggesting that this item is not especially variable.

When we compare the camps in terms of the age range of their campers, we find the influences upon costs similar to the ones noticed when the camps were separated by sex. For instance, the effect of the separate physical units for the different age groups shows up in the greater administrative and maintenance costs.



The administrative cost per camper day in the camps for younger children is \$.35, while it is \$.45 in the camps that have a wide range of ages. Maintenance costs in the younger camps come to \$.39 while in the camps for children of all ages it is \$.49. (The particularly low maintenance figure for the older camps is most likely due to the fact that many of the older camps are scout camps in which maintenance duties are part of the program of the camp. This fact is also reflected in the low figure for maintenance salaries in the older camps.)

The per camper day cost of maintenance and administrative salaries in camps with a wide range of ages was almost the same as the cost in the camps for younger children. In the camps for younger children, the per camper day cost of maintenance salaries is \$.39 as compared to \$.35 in the camps with a wide range of ages. Administrative salaries cost the younger camps \$.45 per camper day, and cost the camps with a wide range of ages \$.43.

CONCLUSION

Summing up, we could say that the age and sex of the camper determines the cost of the food and counsellors salaries, while the manner in which the physical facilities and equipment is used (as one unit in the camps for one sex or age range, or as two units in the coed camps serving campers of many age groups) determines the cost of administration and maintenance.

Despite the differential effect of age and sex on sub-items, the total average cost of all the one unit camps (camps for one age range or for one sex) was similar. The total average cost for each of the groups were: BOYS CAMPS \$3.50; GIRLS CAMPS \$3.55; CAMPS FOR YOUNGER CHILDREN \$3.46; CAMPS FOR OLDER CHILDREN \$3.31. It was the heterogenous camps that brought the average of the 52 camps up to \$3.76. For the two heterogenous groupings, the total average costs were; CAMPS WITH A WIDE RANGE OF AGES \$3.94; COED CAMPS \$4.10.

TYPICAL BUDGET FOR CAMPS OF DIFFERENT AGE RANGES

(figures on this chart derived from the average of the camps divided by the age range of their campers. Costs are given in terms of per camper day costs.)

BUDGET ITEMS	CAMPS FOR YOUNGER CHILDREN (5 yrs. - 11 yrs.)	CAMPS FOR OLDER CHILDREN 10 yrs. and up)	CAMPS WITH A WIDE RANGE (5 yrs. - 18 yrs.)
ADMINISTRATION	\$.35	\$.35	\$.45
MAINTENANCE	.39	.31	.49
FOOD	1.09	1.26	1.18
OTHER (Includes Canteen, Medical Expense, Laundry and Program)	.34	.39	.60
SALARIES (total)	1.31	1.00	1.22
COUNSELLORS SALARIES	.47	.38	.44
SPECIALTY	.10	.23	.24
GENERAL	.37	.15	.20
MAINTENANCE	.39	.23	.35
ADMINISTRATIVE	<u>.45</u>	<u>.39</u>	<u>.43</u>
TOTAL	\$3.48	\$3.31	\$3.94

TYPICAL BUDGET FOR BOYS AND GIRLS CAMPS

(Figures on this chart derived from the average of the camps divided by sex of camper)

Costs given in terms of per camper day costs.

BUDGET ITEMS	<u>BOYS</u>	<u>GIRLS</u>	<u>BOTH</u>
ADMINISTRATION	\$.37	\$.37	\$.39
MAINTENANCE	.38	.40	.59
FOOD	1.29	1.10	1.21
OTHER (Including Canteen, Med. Exp., Laundry and Program)	.40	.44	.58
SALARIES	1.06	1.24	1.32
COUNSELLOR SALARY	.38	.52	.45
Specialty	.14	.31	.12
General	.24	.22	.33
MAINTENANCE	.30	.31	.39
ADMINISTRATION	<u>.38</u>	<u>.41</u>	<u>.49</u>
TOTAL COST	\$3.50	\$3.55	\$4.10

TOTAL COST BY SEX OF CAMPER

	<u>SEX OF CAMPER</u>		
	Boys	Girls	Both
\$2.00 - \$2.99	8	3	2
3.00 - 3.99	10	7	2
4.00 - 4.99	4	4	4
5.00 - 5.99	0	0	5
6.00 - 6.99	1	1	0
7.00 - over	<u>0</u>	<u>0</u>	<u>1</u>
Total	23	15	14
Average Total Cost	\$3.50	\$3.55	\$4.10
Majority of Camps have total cost that falls between	\$2.08-\$3.87	\$3.01-\$4.05	\$4.77-\$4.57

TOTAL COST BY AGE RANGE OF CAMPERS

	Younger Campers	Older Campers	Wide Range of ages
\$2.00 - \$2.99	2	6	5
3.00 - 3.99	4	8	7
4.00 - 4.99	2	1	9
5.00 - 5.99	0	1	4
6.00 - 6.99	0	0	2
7.00 - and over	<u>0</u>	<u>0</u>	<u>1</u>
TOTAL	8	16	28
Average Total Cost	\$3.48	\$3.31	\$3.94
Majority of the camps have a total cost that falls between	\$2.43-\$3.95	\$2.93-\$3.67	\$3.14-\$4.98

FINDINGS

This report will be divided into three sections:

1. Background Data: a general description of the sample; the characteristics of the campers attending the camps in our sample; and the number of campers served.
2. A description of the common personnel practices.
3. A general picture of the costs of the major items in the camp program and an analysis of the effect of the variables described in the first two sections of the study.

There are 93 camps run under the auspices of Social Agencies in Metropolitan Boston. Since we were interested in comparing the costs of "organization resident camps" which have a full time recreational program for their campers, nine camps, whose specialized programs are not comparable to the generalized summer programs of the other camps, were left out of the study.* Of the remaining 84 camps, 52 or about 59% of the total group have participated in this study.

The information was collected by means of confidential questionnaires sent to the camp directors, and thus no individual camps have been identified in any way. Each camp furnished an account of its income and a detailed breakdown of its expenses within the major categories. Costs were broken down into salaries: maintenance, administrative and counsellors; and program costs: administration, maintenance, food, medical, program, transportation and other.

In the analysis, we have concentrated upon the categories mentioned above rather than attempting to make a finer breakdown, for there was little common definition of the items within each category, and in many camps the budget set up did not enable them to separate many of the more detailed costs. All the expenditures therefore, will be described and analyzed in terms of the larger breakdowns. The statistics reported are for the 1955 season.

*

Four of the camps have been left out because they are Caddy Camps with no day time program for the boys; two are training units for counsellors rather than recreation programs; two have no formal program for their campers, but are similar to resorts that use facilities of the town in which they are located; and one is just a land facility open to anyone who wishes to use it.



PART 1 DESCRIPTION OF THE SAMPLE

The camping program provided by the Metropolitan Boston agencies is a broad one. It covers children of many ages from 5-17 and in a few cases includes parents. The camps are both coed and segregated by sex, and the capacities vary widely. The program is geared, however, mainly to older children with a slight preponderance of boys.

Of the 52 camps that returned the questionnaire, 28 camps, or 54% had children of all ages from 5-18 yrs., 16 or 30% served older children from 10 yrs. up, and 8 or 16% of the sample served younger children from 5 yrs. to 12 yrs. of age (see Table II). 44% of the sample (23 camps) are boys' camps, 29% (15 camps) are for girls and 27% (14 camps) are coed (see Table I.) If we add the coed camps to the other two groups, we would have 37 camps for boys and 29 for girls.

Our sample is fairly representative of the total number of camps run by the agencies. The following figures show the % of each group in the sample and in the total group of camps. As we can see, the percentages are very close. On the sex breakdown, the percentages were:

<u>Sample</u>	<u>Total No. of Camps in the Area</u>
Boys 44%	45%
Girls 29%	30%
Coed 27%	25%
Total 100%	100%

There are fewer coed camps in our sample than in the total, but the differences are slight. On the age breakdown, too, the sample is very close to the total breakdown. The percentages were:

<u>Sample</u>	<u>Total No. of Camps</u>
Younger Campers 16%	17%
Older Campers 30%	33%
Wide range of ages 54%	50%
Total 100%	100%

Here, too, though the figures are not as close as on the sex breakdown, there is a difference of only 4 percentage points between the two most different percentages.

Service Statistics

The length of the camping season among the agency camps is a fairly consistent one, most commonly 56 days, (Table III). This season is broken up into either two sessions of four weeks each or four sessions of two weeks each. 36 of the 52 camps, or 71% of the sample followed this schedule.

The other two schedules followed by more than one camp, were a 42 day season, made up of two sessions of three weeks each; or a 63 day season with three sessions of three weeks each. Seven of the camps had a 42 week season and 6 of them had the 63 day season.

No. of Children Served

In 1955, 14,940 children were served by the 52 camps that took part in the survey. The individual capacity* of the camps per session varied widely, ranging from 28 children per session to 369, (Table IVa). The majority of the camps, however, fell into the range of 65-171 campers, and the average was about 117 campers served per session. Seven camps, or 14%, had a capacity of over 171 children; and 8 camps or 16% had a capacity of 50 children or under.

An unduplicated count of the actual number of children served by each camp during the whole season indicated that the average number served per camp was 210, (Table IVb). Because of the differences in capacity noted above, the actual range in the number of children served by the individual camps during the season was also quite wide. The smallest number of children served by any one camp was 82, and the largest was 1,507, with the majority of the camps falling within the range of 110-299 campers.

PART II DESCRIPTION OF PERSONNEL PRACTICE

Administrative Staff

Camp staffs consisted of three major groups, administrative, maintenance and counsellor. The administrative staff of most camps consisted simply of a Camp Director, one person assisting this Director, such as an assistant Director or a Program Director, and either a doctor on the premises or a resident nurse. Twelve of the camps hired secretaries, only 9 of the camps hired a dietician, and 5 hired Unit Directors to plan the program for different sections within their camp.

The Directors of most of the camps were year round members of the sponsoring agency's staff; 35 of them, or 69% fell into this category. Since the dual role of the "agency" director makes it necessary for him to divide his time between the agency and the camp, these directors had more administrative assistance than the "outside" directors. Almost all of them hired at least one assistant, and many hired two.

Table VI compares the number of assistants hired by directors who are members of the agency and those who are from the outside. Only 6% of the "agency" directors had no administrative assistant as compared to 18% of the outside directors. The majority of both groups (60%) hired one assistant administrator, and 34% of the agency directors hired two assistants as compared to the 18% of the outside directors. Since the agency director required more assistance, many of the agencies provided a staff member to fill the position. The assistants of over half of the agency directors (16 directors) were also on the regular agency staff.

Maintenance Staff

The maintenance staffs of the camps were minimal, consisting of one paid man who did the bulk of the work; 10 of these had one paid assistant. The rest of the maintenance in many of the camps was done by volunteers and campers. It is difficult to judge how much assistance the one paid worker gets because it is in maintenance that most of the volunteers can be found.

*

The capacity of a camp has been determined by the largest number of children served by the camp at any one session.

Counselling Staff - Description

The number of people on the staff of a camp is determined largely by the size of a camp and the extent of its program; therefore, in order to make a meaningful comparison between camps of varying size, the number of campers per counsellor in each camp has been computed. The number of campers used in these computations is the largest number each camp served at one time.

In Table IX, we can see that the average number of campers per counsellor in the sample was 5.1. The proportion of campers to counsellors in the 52 camps ranged from 1.4 - 11.9, while the middle half of the camps fell within a range of from 3.6 - 6.5 campers per counsellor.

The bulk of the counselling staff in the majority of the camps consists of general counsellors, who perform a dual function of bunk counsellor and specialist rather than of specialty counsellors. If we compare the proportion of specialists to the total staff in the 52 camps, (Table XII), we can see that the average proportion was just 26% of the staff. A little over a tenth of the camps (8 of the 52) had a proportion of 59% or more specialty counsellors, while the large majority of the camps (34 camps or 61% of the sample) had less than 39% of their staff as specialists. Five of the camps had no specialty counsellors at all.

The specialists most commonly hired were waterfront staff and Arts and Crafts counsellors (Table VIII.) 47 of the camps hired specialists, all of which hired a special waterfront director; 13 hired only a waterfront director. The other 34 hired a waterfront director and one or two other specialists, most commonly either arts and crafts (31 camps hired arts and crafts counsellors) or boating (20 hired boating counsellors). The next most common specialty was athletics of all kinds - tennis, archery, riflery etc. The type least often hired fell within the realm of music, dancing and dramatics. Only 12 camps out of the 52 hired this type of specialist.

Analysis of Staff Composition

The variation in the ratio of campers to counsellors, and in the proportion of specialists on the staff, were not just chance variations. They seem to be determined to some extent, by the type of program run in the camp, which affects by its requirements, the composition of the staff. The most consistent of the influences upon the composition of the staff were the age and sex of the campers.

Younger children, we would expect, would need closer supervision than the older ones, and would not require a very advanced program, therefore, we would logically expect to find fewer campers per counsellor and fewer specialists in the camps with younger children than in those with older children. As we expected, the average proportion of campers to counsellors among the camps with younger children is 4.5; (Table XI) while the proportion for the camps with older children was 6.1. Camps with a wide range of children fell close to those with younger children, for their average proportion was 4.4 campers per counsellor.

The proportion of specialty staff to the total counselling staff, (Table XII), was much lower in the camps for younger children than in the others. The average proportion for younger camps was only 8%, while the proportion for older camps was 33%, and the percentage for camps with a wide range of ages was 27%.

None of the younger camps had a proportion higher than 39% and three of them had no specialists at all, while the proportion of specialists in 1/4 of the camps for older children was over 39%. All camps for older children had some specialists. The policy of camps with a wide range fell somewhere between the two extremes, for two of these camps hired no specialists, while in 1/3 of them, specialists comprised more than 39% of their staff.

Putting these two sets of figures together, then, we would come out with a composite picture of two different types of camps, determined mainly by the age of the camper. The first type consists of camps with many general counsellors and a small proportion of specialists running a general program for younger children. The second type contains camps for older boys with fewer counsellors and more specialists running a more advanced program. As we will see later, these differences extend also to the budget and create differences in the amount of money needed for different parts of the program.

The sex of the camper is another influence upon the personnel policy of the camp. Although the differences between boys and girls camps are not as great as the differences between camps with campers of different ages, there is some difference between them both in the number of specialty counsellors they hire and in the number of campers per counsellor.

Girls camps seem to have a smaller ratio of campers to counsellors, but a higher proportion of specialty counsellors on the staff. As compared with boys camps, the girls camps had a ratio of 4.8 campers to counsellor, while the boys had a ratio of 6.0. The average proportion of specialists to the total counselling staff among girls camps was 39% as compared with 23% for the boys.

PART III OPERATING COSTS

Parts I and II have described the scope and variety of the 52 camps in the study. They varied, as we noted, in the age and sex of their campers, in the size of the camp and the length of their program. Each of these characteristics determine the philosophy and program of the camp, and therefore, both indirectly and directly, some of the expenses. In order to see which of the expenses are stable, and which are variable, and in order to get a clearer picture of the influences upon the costs of operation, it will be necessary to break down the total expenses of each camp into its component parts, and note the differing influences upon each selection. In this way, we will be able to see just where, and in what way, each characteristic affects the total cost of operation.

Throughout the analysis, the figures used, with one exception, which will be pointed out later, will be the cost per camper day. This figure, which is determined by dividing the actual cost by the number of camper days, has been computed in order to put the cost of all the camps on a comparable basis.

COMPARISON OF TOTAL COSTS

The total cost per camper day in the 52 camps shown in Table XIV ranged from \$2.01 - \$11.04 with an average of \$3.76. However, half of the camps fell within the range from \$2.88 - \$4.92.

The largest segment of the total average budget (Table XV) was used for food and salaries. These two together comprised about 2/3 of the budget. Out of a total average budget of \$3.76 per day, \$2.46 was used for food and salaries (\$1.22 for

food and \$1.24 for salaries.) Of the other \$1.30, \$.37 was used for administration, \$.39 for maintenance and \$.54 for all other expenses which includes the operation of the canteen, the laundry, medical expenses and program expenses.

It is interesting to note that, despite the differences among the camps in the proportion of specialty counsellors to general counsellors, the cost per camper day, on the average, for specialty and general counsellors was about equal. The \$.42 allocated to counsellor salaries was divided into \$.22 for specialists and \$.20 for general counsellors.

Influences Upon Costs

The influences upon the cost of a camping program are many. In this study we have become aware of four characteristics that effect cost. They are: 1. The size of the camp, 2.- the age of the campers, 3.- the sex of the campers, 4.- the homogeneity or diversity of the campers. Each of these affects a different part of the budget.

1. Size of camp - it is well known that in general, the larger the size of an institution, the smaller its percapita costs will be. For example, in some areas, such as maintenance, there is a basic minimum of equipment necessary to run a camp, so that the more campers there are in the camp, the wider the cost can be spread.

An item like food can be bought in bulk for a larger camp and therefore, will cost less than it would in a smaller camp. These economies of larger size are noticeable in all of the sections of the budget except counsellor salaries. In that part the other three influences are stronger.

2. and 3. Age and Sex - The impact of age and sex characteristics is most observable on that part of the budget directly associated with the specific requirements of the children. The food budget reflecting the physical needs of the children, and the cost of counsellors reflecting the program requirements.

4. Homogeneity of campers. - The rest of the budget (the items included in the category of other and of maintenance) is most directly affected by the composition of the campers, for a diversity in the kinds of campers served necessitates the setting up of different programs for each group, and quite often means the use of extra units in the physical plant to accommodate the different groups, or the use of the same facilities at different times by the two groups. This discontinuous use of the facilities seems to be associated with higher administrative costs.

A closer look at each one of the sub-costs separately will show the extent of these influences.

COMPARISON OF COSTS OF SEPARATE ITEMS

Administrative Costs

Administrative costs are probably the most stable of all of the items on the budget. The cost per camper day in most of the camps stayed within a range of from \$.15 - \$.44. About 32 camps, or over half of the sample were within that range. The average cost for the 52 camps was \$.37.

This average of \$.37 remains fairly stable when the camps are separated by their age and sex characteristics. Both boys and girls camps and camps for older and younger children (pp 4-6) had an average that was very close to the average for the whole sample. The average in both the boys and the girls camps was \$.37, while the average in the camps for younger children and for older campers was \$.35.

There were only two influences which had any effect upon costs, neither of which was very strong. These were the heterogeneity of ages in the camp and the size. Those camps which had a full range of ages in their camps had somewhat higher administrative costs than the others. The average for this group was \$.45. The other type of heterogeneous camps, the coed camps, on the other hand, were similar to the rest of the sample with an average of \$.39.

The effect of size (Table XVI) upon administrative costs was not major. It was apparent only in the fact that the per camper day cost in the smallest camps (camps with a capacity of from 27-79 campers per session) was slightly higher than the average for the rest of the camps. The average for the smallest was \$.40, while the other two groups (medium capacity 80-149 campers and highest capacity 150 up) spent, on the average, \$.36.

This would indicate that, on the whole, administrative costs are similar, well defined and not possible of much variation. However, camps that require a broad program to cover different age groups would have higher budget requirements to cover the program. It would indicate too, that in their administrative budget, camps of smaller size are at some disadvantage, for there is a basic minimum of administrative costs that cannot be spread over many campers.

Maintenance Costs

With the same two exceptions, maintenance costs are also not too variable, again, slightly over half, or 27 camps fell within the range of \$.15 - \$.44, with an average of \$.39 for the sample.

Separation of the camps by the sex of the camper (p.5) yielded almost no difference in the average per camper day cost of maintenance. The average of the boys camps was \$.38; for the girls it was \$.40.

Separation by age (p.4), however, brought out the lower maintenance costs of camps whose campers are older. The average for camps for younger children is the same as the average for the sample, \$.39. For the older camps it is \$.31. This smaller figure may be due to the fact that many of the camps for older children are Scout camps whose campers take care of much of the maintenance as part of the program.

The effect of the size (Table XVII) worked somewhat differently on maintenance costs than it did on administrative costs. In this case, the cost figures for the small camps and medium sized camps were similar, \$.40 for small camps and \$.43 for medium sized camps. Only in the largest camps did the economies brought on by large scale operations become noticeable. In the large camps the average was \$.32. From these figures it would seem that maintenance needs grow in proportion to the size of the camp, but that the amount of needed repair approaches an upper limit, which is, in the largest camps, divided among a large enough number of campers to effect an economy for each individual.

The figures for both maintenance and administration just given do not include the cost of the salaries in these areas. Salary figures will be given in a later section with the other salaries.

Food Costs

When we broke down the total cost of running a camp, we saw that the cost of food and counsellors salaries made up the largest part of the budget. These two items which are the largest items, are also the most variable. The range of food costs in the 52 camps went from \$.76 - \$1.87, with an average for the 52 camps of \$1.22. The middle half of the camps ranged from \$1.05 - \$1.39.

The influences working upon food costs were of a different type than those affecting maintenance and administration. Food costs were influenced by the characteristics of the camper body. The sex or age range of the campers, and the consequent physical needs, had a direct impact upon food costs. The cost of food in boys camps was \$1.29 as compared to \$1.10 for the girls, and \$1.21 in the coed camps (Table XIX). In the camps serving younger children the cost was \$1.09 in comparison with \$1.26 for older children, and \$1.18 for the camps that served a wide range of ages, (Table XX).

Although per camper food costs increased, in general, as the needs of the campers increased, the size of the camp itself had additional power to influence food costs. The average expenditures on food were substantially smaller in camps of medium size than in small camps. The cost for small camps was \$1.30 as compared to \$1.13 for medium sized camps. There was, however, no further drop in the food costs of the large camps. The average for the large camps was \$1.19, (Table XVIII).

The figures just quoted include the estimated cost of food donations made by the government or from private sources.

SUMMARY OF OPERATING COSTS

When we combine the three items just analyzed, and compare the different groups of camps in terms of their operating costs, we see that camps with a non-homogeneous (coed or wide range of ages) group of campers have much higher operating costs than homogeneous camps, for the food costs of the former fall somewhere between the highest and lowest costs, but their average maintenance and administrative costs are much higher than the other camps.

The differences between the operating costs of camps for boys and for girls, and between camps for younger children and older children, fall mainly in their food costs, while their maintenance and administrative costs are very similar.

Analysis of the item labeled "Other" has been left out because the meaning of the item is not comparable from camp to camp. Many camps for instance, did not include the cost of laundry or their canteen expenses, and program expenses were interpreted in different ways by different camps.

COSTS OF STAFFING A CAMP

Salaries, as we can see on the typical budget, comprise a little over 1/3 of the total budget. In addition to being a large part of the budget, they are, also, the one item on the budget completely determined by policy decisions. In terms of planning, therefore, they are probably the most important items in the cost of the camp season.

One major difficulty in analyzing the total cost of the staff of an agency camp is the problem of evaluating the work of volunteers on the staff. From our questionnaire, it was difficult to determine the kind of work done by volunteers and the amount of time spent by them. People who come to camp for one day to help clean up or fix the bunks were counted as volunteers along with people who helped out on the staff all summer for a few hours a week in, for example, arts and crafts or dramatics. Since it was so difficult to estimate from our information what and how much the volunteers did in each camp, we have not discussed this aspect of camping in our study. It was decided to handle the other problem of estimating the cost to the camp of agency personnel by prorating their salaries for the camp season.

SALARY LEVEL

Employees Salary

The two main types of non-professional employees in a camp, as we noted before, are the cooks and the maintenance staff. Kitchen help, though paid in most of the camps, are generally young boys and girls who are paid amounts ranging from \$10 to \$75 for the summer with an average of \$40. Only one camp paid its kitchen help more than \$100. The highest salary in the camp is generally that of the cook. The average salary in the 52 camps last year was about \$495 for the season. Although salaries ranged from under \$199 to over \$900, the majority of the camps paid their cooks salaries that fell between \$400 and \$600. This would suggest that the salary for the cook is a rather stable item in the budget.

Maintenance salaries, on the other hand, were very variable. Though the range was as wide as the range of cooks salaries (from under \$100 to over \$800), the majority of the camps fell within a much wider range than they did on the cooks' salaries. They fell between \$150 and \$400. The average for the whole group was about \$290 for the season.

Staff Salaries

Policy on staff salaries last year seems to be fairly well defined, there was no more than \$125 difference between the top end of the range within which the majority of the camps fell and the lower end. For waterfront salaries, the majority of the camps ranged from \$250 - \$350 with an average of \$300; for other specialty counsellors the range was from \$150 - \$225 with an average of \$200; for experienced general counsellors the range went from \$100 - \$225 with an average of \$125; while for general counsellors it was from \$75 - \$200 with an average of \$125.

Putting these salaries together, we can get a picture of the salary level of the great majority of the camps.

Waterfront	\$300
Specialty	200
Exp. Gen.	175
Reg. Gen.	125

Comparison of Boys and Girls Camps

There was very little difference between the salaries paid by the boys camps and the girls camps to their counsellors. The average salary for specialty counsellors of both sexes was about \$200 and experienced general counsellors of both sexes received an average salary of \$175. There was, however, a difference in the level paid to general counsellors, for the boys tended to pay their general counsellors about \$120 while the girls went above the average and paid theirs \$150.

It is interesting to note that despite this higher average salary level, the cost per camper day, of the general staff was slightly lower in the girls camps than in the boys; while the cost of the specialty staff was slightly higher in the girls camps, though the salary level was the same. We will try to analyze this difference in a later section.

PER CAMPER DAY COST

Maintenance Staff

In the last section, we noted that the salary level for maintenance staff varied from camp to camp. There was, however, no consistent variation in any one group, so that the variation in each group averaged themselves out to about \$.34 for all of the sub-groups. The middle half of the camps ranged from \$.26 - \$.44.

The only consistent effect upon the cost per camper day of maintenance salaries was the size of the camp. Again the inability to spread the cost of the minimum staff caused the per camper day cost of small camps to be a little higher than the others. It was \$.39 as compared to \$.30 and \$.33 for the other two size groups.

Counselling Staff

The cost per camper day of counsellors salaries, like the cost of food, ranged widely for the total sample, but fell into sub-patterns determined largely by the age and sex of the campers. The range for the whole sample was from \$.09 - to \$1.56 with an average of \$.42 (Table XXIV). The middle half of the sample fell within a range of \$.36 - \$.74.

Size, despite its almost universal effect on all costs, had no effect at all on the cost of salaries; for the large camps it was \$.42, for the middle sized camps it was \$.41 and for the small camps it was \$.42

The proportion of campers to counsellors in a camp is a very important determinant of the cost of the staff to the camp. Although this proportion is not effected by the size of the camp, it does vary according to the characteristics of the campers and the needs of the program. Looking back to the first part of the study, we recall that camps for younger children had a smaller number of campers per counsellor and a smaller percentage of specialists than the camps that served older children. For the younger camps, it was 4.5 campers per counsellor while for older camps it was 6.1. If we compare these proportions with the cost per camper day (Tables XXV and XXVI) they seem to correspond directly. The cost per camper day for younger camps (with a ratio of 4.5 campers per counsellor) was \$.47. The cost in older camps (with a ratio of 6.1 campers per counsellor) was \$.36. So far, it seems that the higher the ratio of campers to counsellors, the higher the cost.

Interestingly enough, the ratio of campers to counsellors differed by sex also. The ratio in girls camps was 4.8 campers per counsellor. In the boys camps, it was 6.0. Here too, the costs varied with the ratio of campers to counsellors. For girls camps, with a ratio of 4.8, the average was \$.52 per camper day. For boys camps, with a ratio of 6.0, the average was \$.38.

CONCLUSION

We have seen how each item in the budget has had varying importance in the different types of camps described in the first part of the study. However, when we add the averages of all the items together in each type of camp, we find that, despite the variations in the sub-items, the average total cost for boys camps, girls camps, and camps for younger and older children are all very similar. The averages for each of these groups are: Boys \$3.50; Girls \$3.55; Camps for younger children \$3.48 and Camps for older children \$3.31.

Only the coed camps and camps with a wide range of ages showed any great deviation from the average cost of the other camps. The total cost was \$3.94 for camps with a wide range of ages, and \$4.10 for coed camps. This very high total cost in the coed camps seems to have come from the higher cost per camper day of maintenance and of counsellors, both of which are due to the separate programs run for the two groups. This would suggest that, in our sample, when the unit of camping is similar, (one unit camps rather than two separate camps run as one, as in coed camps) the total cost of camping is similar and that the variations in total costs was due in great part to the multi-unit camps.

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PART I DESCRIPTION OF THE SAMPLE

TABLE I NO+ OF BOYS AND GIRLS CAMPS IN SAMPLE OF 52

	<u>In Sample</u>		<u>In N. E.</u>	
	No.	%	No.	%
Boys Camps	23	44	38	45
Girls Camps	15	29	25	30
Coed Camps	<u>14</u>	<u>27</u>	<u>21</u>	<u>25</u>
TOTAL	52	100	84	100

TABLE II CAMPS DIVIDED BY AGE RANGE OF CAMPERS

	<u>In Sample</u>		<u>In N. E.</u>	
	No.	%	No.	%
Younger Campers (5-12 yrs.)	8	16	14	17
Older Campers (10 yrs. up)	16	30	28	33
Wide Range (5-18 yrs.)	<u>28</u>	<u>54</u>	<u>42</u>	<u>50</u>
TOTAL	52	100	84	100

TABLE III LENGTH OF CAMP PROGRAM IN 52 CAMPS

<u>No. of Days Camp Site Used for Camp Program</u>	<u>No. of Camps</u>
28	1
42	7
49	1
56	36
63	6
70	<u>1</u>
TOTAL	<u>52</u>

TABLE IVa CAPACITY PER SESSION

<u>Capacity</u>	<u>No. of Camps</u>
Under 49	8
50-99	20
100-149	9
150-199	8
200-249	3
250-299	1
300-349	2
350-399	<u>1</u>
TOTAL	<u>52</u>
Average Capacity	115 campers

TABLE IVb UNDUPLICATED NO. OF CAMPERS

<u>Unduplicated No. of Campers</u>	<u>No. of Camps</u>
Under 100 campers	6
100-199	19
200-299	13
300-399	2
400-499	4
500-599	3
600-699	3
over 699	<u>2</u>
TOTAL	<u>52</u>
Average capacity	210

Majority of camps have
a capacity that falls
between 65-171 campers

110-298 campers

PART II DESCRIPTION OF PERSONNEL PRACTICE

A. Administrative Staff

TABLE V. Source of Director

No. of camps that have a regular member of agency staff as director	35
No. of camps that have an "outside" director	17
Total	<u>52</u>

TABLE VI. No. of assistant directors OR program directors, by source of director

NO. OF ASSISTANTS	<u>SOURCE OF DIRECTOR</u>		<u>"OUTSIDE" DIRECTOR</u>		<u>TOTAL</u>	
	No.	%	No.	%	No.	%
2	12	34	3	18	15	29
1	21	60	11	64	32	61
0	<u>2</u>	<u>06</u>	<u>3</u>	<u>18</u>	<u>5</u>	<u>10</u>
TOTAL	35	100%	17	100%	52	100%

TABLE VII. No. of camps hiring dieticians

No. hiring dieticians	9
No. not hiring dieticians	<u>43</u>
TOTAL	<u>52</u>

C. Counselling Staff

TABLE VIII. Kinds of specialists hired and number of camps hiring them*

No specialists hired	5
Waterfront director only	13
Waterfront director and	
a. Arts and Crafts	31
b. Athletics counsellors	13
c. Dance, music or drama-	12
tics counsellors	
d. Boating	20

* These categories are not mutually exclusive and therefore do not add up to 52 camps. Many of the camps that hire one type of specialist, also hire other types.

TABLE IX. PROPORTION OF CAMPERS TO COUNSELLORS IN 52 CAMPS

NO. OF CAMPERS PER COUNSELLOR	NO. OF CAMPS
1 - 1.9	1
2.0 - 2.9	3
3.0 - 3.9	12
4.0 - 4.9	10
5.0 - 5.9	10
6.0 - 6.9	4
7.0 - 7.9	7
8.0 - 8.9	4
9.0 - over	<u>1</u>
TOTAL	52

Average proportion 5.1

Majority of camps
have proportion
between 3.6 - 6.5

TABLE X. PROPORTION OF CAMPERS TO COUNSELLORS IN BOYS AND GIRLS CAMPS

Proportion	SEX OF CAMPERS	
	Girls	Boys
3.0 - 3.9	4	3
4.0 - 4.9	4	4
5.0 - 5.9	6	3
6.0 - 6.9	0	3
7.0 - 7.9	1	4
8.0 - 8.9	0	4
over 8.9	0	2
TOTAL	<u>15</u>	<u>23</u>
Average Proportion	4.8	6.0

TABLE XI. PROPORTION OF CAMPERS TO COUNSELLORS IN CAMPS OF DIFFERENT AGE RANGES

PROPORTION	AGE RANGE OF CAMPERS			TOTAL
	YOUNGER (5 yrs. - 12 yrs.)	OLDER (10 yrs. and up)	WIDE RANGE (5 yrs. - 18 yrs.)	
1.0 - 1.9	0	1	0	1
2.0 - 2.9	1	0	2	3
3.0 - 3.9	1	1	10	12
4.0 - 4.9	2	1	7	10
5.0 - 5.9	2	4	4	10
6.0 - 6.9	0	2	2	4
7.0 - 7.9	2	2	3	7
8.0 - 8.9	0	4	0	4
9.0 - over	0	1	0	1
TOTAL	<u>8</u>	<u>16</u>	<u>28</u>	<u>52</u>
Average Proportion	4.5	6.1	4.4	5.1

TABLE XII. PROPORTION OF SPECIALTY COUNSELLORS TO TOTAL COUNSELLING STAFF, BY SEX OF CAMPER

PERCENTAGE OF SPECIALTY COUNSELLORS	<u>SEX OF CAMPERS</u>			
	BOYS	GIRLS	BOTH	TOTAL
0%	2	0	3	5
1-19%	8	5	9	22
20-39%	7	4	1	12
40-59%	4	1	0	5
60-79%	2	3	1	6
80% and over	<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>
TOTAL	23	15	14	52
Average percentage	23%	39%	8%	26%

TABLE XIII. PROPORTION OF SPECIALTY COUNSELLORS TO TOTAL COUNSELLING STAFF BY AGE RANGE OF CAMP

PERCENTAGE OF SPECIALTY COUNSELLORS	<u>AGE RANGE OF CAMP</u>			TOTAL
	YOUNGER CAMPERS	OLDER CAMPERS	WIDE RANGE OF AGES	
0%	3	0	2	5
1-19%	4	6	12	22
20-39%	1	6	5	12
40-59%	0	1	4	5
60-79%	0	2	4	6
80% and over	<u>0</u>	<u>1</u>	<u>1</u>	<u>2</u>
TOTAL	8	16	28	52
Average percentage	08%	33%	27%	26%

COSTS OF RUNNING A PROGRAM

PART III A TOTAL COST

TABLE XIV. TOTAL COST PER CAMPER DAY OF 52 CAMPS

<u>Cost per camper day</u>	<u>No. of camps</u>
\$2.00 - \$2.99	13
3.00 - 3.99	19
4.00 - 4.99	12
5.00 - 5.99	5
6.00 - 6.99	2
over \$6.99	<u>1</u>
TOTAL	52

1. Average for the sample \$3.76
2. Cost falling in the middle
of the sample \$3.80
3. Cost of the majority of the camps
falls between \$2.88 - \$4.92

TABLE XV. HOW THE TYPICAL BUDGET IS SPENT

(Figures on this chart derived from the average of all the camps)
Costs given in terms of per camper day costs.

BUDGET ITEMS	AVERAGE COST FOR 52 CAMPS PER CAMPER DAY
ADMINISTRATION	\$.37
MAINTENANCE	.39
FOOD	1.22
OTHER (includes Canteen, Medical expenses laundry and Program)	.54
SALARIES (total)	1.24
COUNSELLOR SALARIES	.42
SPECIALTY	.22
GENERAL	.20
ADMINISTRATIVE SALARIES	.50
MAINTENANCE SALARIES	<u>.32</u>
TOTAL COST	\$3.76

PART III B OPERATING COSTS

TABLE XVI COSTS OF ADMINISTRATION* PER CAMPER DAY IN 52 CAMPS
BY CAPACITY OF CAMP

COST PER CAMPER DAY	CAPACITY			TOTAL
	27-79	80-149	150 and up	
\$.00 - .14	2	0	0	2
.15 - .29	3	9	6	18
.30 - .44	6	6	3	15
.45 - .59	6	2	1	9
.60 - .74	0	1	4	5
.75 - .89	1	1	0	2
.90 - and up	1	0	0	1
TOTAL	19	19	14	52
Average cost per camper day	\$.40	\$.35	\$.36	\$.37

TABLE XVII COSTS OF MAINTENANCE* PER CAMPER DAY IN 52 CAMPS

COST PER CAMPER DAY	CAPACITY			TOTAL
	27-79	80-149	150 and up	
\$.00 - .14	3	2	0	5
.15 - .29	3	5	5	13
.30 - .44	4	3	7	14
.45 - .59	4	3	1	8
.60 - .74	2	1	1	4
.75 - .89	1	1	0	2
.90 - and over	2	4	0	6
TOTAL	19	19	14	52
Average cost per camper day	\$.40	\$.43	\$.32	\$.39

* These figures exclude salaries.

PART III B OPERATING COSTS

TABLE XVIII COST OF FOOD PER CAMPER DAY IN 52 CAMPS
BY CAPACITY OF CAMP

COST PER CAMPER DAY	CAPACITY			TOTAL
	27-79	80-149	150 and up	
\$.75 - \$.89	0	2	2	4
.90 - 1.04	1	4	2	7
1.05 - 1.29	10	11	6	27
1.30 - 1.44	3	0	1	4
1.45 - 1.59	0	1	2	3
1.60 - 1.74	3	0	1	4
1.75 - 1.89	<u>2</u>	<u>1</u>	<u>0</u>	<u>3</u>
TOTAL	19	19	14	52
Average cost per camper day	\$1.30	\$1.13	\$1.19	\$1.22

TABLE XIX COST OF FOOD PER CAMPER DAY IN 52 CAMPS BY SEX OF CAMPER

COST PER CAMPER DAY	SEX OF CAMPER			TOTAL
	BOYS	GIRLS	BOTH	
\$.75 - \$.89	2	2	0	4
.90 - 1.04	1	4	2	7
1.05 - 1.29	14	5	8	27
1.30 - 1.44	3	0	1	4
1.45 - 1.59	1	2	0	3
1.60 - 1.74	0	2	2	4
1.75 - 1.89	<u>2</u>	<u>0</u>	<u>1</u>	<u>3</u>
TOTAL	23	15	14	52
Average cost per camper day	\$1.29	\$1.10	\$1.21	\$1.22

TABLE XX COST OF FOOD IN 52 CAMPS BY AGE RANGE OF THE CAMPERS

COST PER CAMPER DAY	AGE RANGE			TOTAL
	YOUNGER CHILDREN (5-11 yrs.)	OLDER CHILDREN (12 yrs. - up)	WIDE RANGE 5-18 yrs.	
\$.75 - \$.89	1	1	2	4
.90 - 1.04	2	1	4	7
1.05 - 1.29	4	9	14	27
1.30 - 1.44	0	2	2	4
1.45 - 1.59	0	1	2	3
1.60 - 1.74	1	0	3	4
1.75 - 1.89	<u>0</u>	<u>2</u>	<u>1</u>	<u>3</u>
TOTAL	8	16	28	52
Average cost per camper day	\$1.09	\$1.26	\$1.18	\$1.22

PART III C SALARY COSTS

TABLE XXI SALARY LEVEL FOR EMPLOYEES

(Salaries listed are the actual salaries paid for the two months of camp)

TABLE XXI (a) COOK

<u>SALARY</u>	<u>NO. of CAMPS</u>
Under \$199	2
\$200 - \$299	7
300 - 399	2
400 - 499	18
500 - 599	8
600 - 699	8
700 - 799	1
800 - 899	5
over 900	1
	<hr/>
TOTAL	52
Average Salary	\$495
Salary in majority of camps falls between	\$400 - \$600

TABLE XXI (b) MAINTENANCE

<u>SALARY</u>	<u>NO. of CAMPS</u>
Under \$100	5
\$100 - 199	9
200 - 299	11
300 - 399	7
400 - 499	6
500 - 599	6
600 - 699	0
700 - 799	0
800 - over	2
No answer	3
	<hr/>
	52
Average Salary	\$290
Salary in majority of camps falls between	\$150-400

TABLE XXII SALARY LEVEL FOR THE STAFF

TABLE XXII(a) WATERFRONT

<u>SALARY</u>	<u>NO. OF CAMPS</u>
\$100 - \$149	0
150 - 199	6
200 - 249	8
250 - 299	15
300 - 349	9
350 - 399	5
400 - 449	4
450 - 499	0
500 and over	3
No answer	2
	<hr/>
TOTAL	52
Average Salary	\$300
Salary in majority of camps falls between	\$250-\$350

TABLE XXII (b) SPECIALTY COUNSELLORS

<u>SALARY</u>	<u>NO. OF CAMPS</u>
\$100 - \$149	8
150 - 199	16
200 - 249	18
250 - 299	5
300 - 349	0
350 - 399	2
400 - 449	3
450 - 499	0
500 and over	0
No answer	0
	<hr/>
TOTAL	52
Average Salary	\$200
Salary in majority of camps falls between	\$150-\$225



PART III C SALARY COSTS

TABLE XXII (c) Experienced Gen. Couns.

SALARY	NO. OF CAMPS
Under \$100	9
\$100 - \$149	15
150 - 199	12
200 - 249	12
250 - 299	2
300 and up	<u>2</u>
TOTAL	52

1. Average salary \$175
2. Salary in majority of camps falls between \$100 - \$225

TABLE XXII(d) REGULAR GEN. COUNS.

SALARY	NO. OF CAMPS
Under \$100	16
\$100 - \$149	18
150 - 199	12
200 - 249	5
250 - 299	0
300 and up	<u>1</u>
TOTAL	52

1. Average salary \$125
2. Salaries in majority of camps falls between \$75 - \$200

TABLE XXIII. COST PER CAMPER DAY OF MAINTENANCE IN 52 CAMPS
BY CAPACITY OF CAMP
CAPACITY

COST PER CAMPER DAY	27-79	80-149	150 and up	TOTAL
Under \$.10	0	1	0	1
\$.10 - \$.19	3	4	2	9
.20 - .29	6	7	2	15
.30 - .39	2	4	6	12
.40 - .49	3	1	0	4
.50 - .59	1	1	3	5
.60 - .69	3	0	1	4
.70 - .79	0	0	0	0
over \$.79	<u>1</u>	<u>1</u>	<u>0</u>	<u>2</u>
TOTAL	19	19	14	52
Average cost per camper day	\$.39	\$.30	\$.33	\$.32

COSTS OF RUNNING A PROGRAM

PART III C SALARY COSTS

TABLE XXIV COST PER CAMPER DAY OF COUNSELLORS SALARIES IN 52 CAMPS BY
CAPACITY OF CAMP

COST PER CAMPER DAY	CAPACITY			
	27 - 79	80 - 149	150 and up	TOTAL
\$.00 - .14	0	0	1	1
.15 - .29	3	4	3	10
.30 - .44	3	6	4	13
.45 - .59	9	2	4	15
.60 - .74	3	5	2	10
.75 - .89	0	2	0	2
.90 - over	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
TOTAL	19	19	14	52
Average cost per camper day	\$.42	\$.41	\$.42	\$.42

TABLE XXV COST PER CAMPER DAY OF COUNSELLORS SALARIES IN 52 CAMPS BY SEX OF
CAMPER

COST PER CAMPER DAY	SEX OF CAMPER			
	BOYS	GIRLS	BOTH	TOTAL
\$.00 - .14	1	0	0	1
.15 - .29	7	2	1	10
.30 - .44	5	3	5	13
.45 - .59	9	3	3	15
.60 - .74	1	6	3	10
.75 - .89	0	1	1	2
.90 - over	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
TOTAL	23	15	14	52
Average cost per camper day	\$.38	\$.52	\$.45	\$.42
Average proportion of campers to counsellors (see Table X)	6.0	4.8		5.1



TABLE XXVI COST PER CAMPER DAY OF COUNSELLOR SALARIES IN 52 CAMPS BY AGE RANGE OF CAMPERS

COST PER CAMPER DAY	<u>AGE RANGE</u>			TOTAL
	YOUNGER CHILDREN (5-11 yrs.)	OLDER CHILDREN 10 yrs. and up)	WIDE RANGE (5-18 yrs.)	
\$.00 - \$.14	0	1	0	1
.15 - .29	2	6	2	10
.30 - .44	1	3	9	13
.45 - .59	3	4	8	15
.60 - .74	2	2	6	10
.75 - .89	0	0	2	2
.90 - over	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
TOTAL	8	16	28	52
Average cost per camper day	\$.47	\$.38	\$.44	\$.42
Average proportion of campers to counsellors (See Part II Table VII.)	4.5	6.1	4.4	5.1

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